



AY 10 Continuous Process Improvement for Strategic Leaders IP #1

Department of Leadership and Strategy

We Produce the Future

**Col PJ McAneny
AWC/DA**



Plan for the Day



Develop America's Airmen Today ... for Tomorrow

- **1st Hour - Intros/Admin/Course Overview**
- **2nd Hour - A quick look at the current USAF CPI effort and some program history**
- **3rd Hour - An examination of potential TQM Failure Points**



Introductions



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- **Rank/Name (go by name if different)**
- **Career Field**
- **Last Job Held**
- **CPI Background/Experience**
- **Why You Wanted to Take This Course**



Course Design



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This course is organized in 4 parts:

- History/Current Status (Today's IP)
- Culture Change (2 and 3)
- Tools and Techniques (4-7)
- Understanding/Applying Transformation Tools of the Trade (8-10)



Text Books and Readings



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- 8 Primary Texts
- Numerous Articles and Readings



Where to Find Your Course Materials



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- Fairchild Library Website
 - All IP Scope Sheets
 - All “Article” Readings
 - All “lecture slide packages” posted day before scheduled class
 - Only need CAC to access AFSO21 Playbook which you already have
- Recommendation...Build a notebook if that is how you work best



Guest Lecturers/ Movies/Exercises



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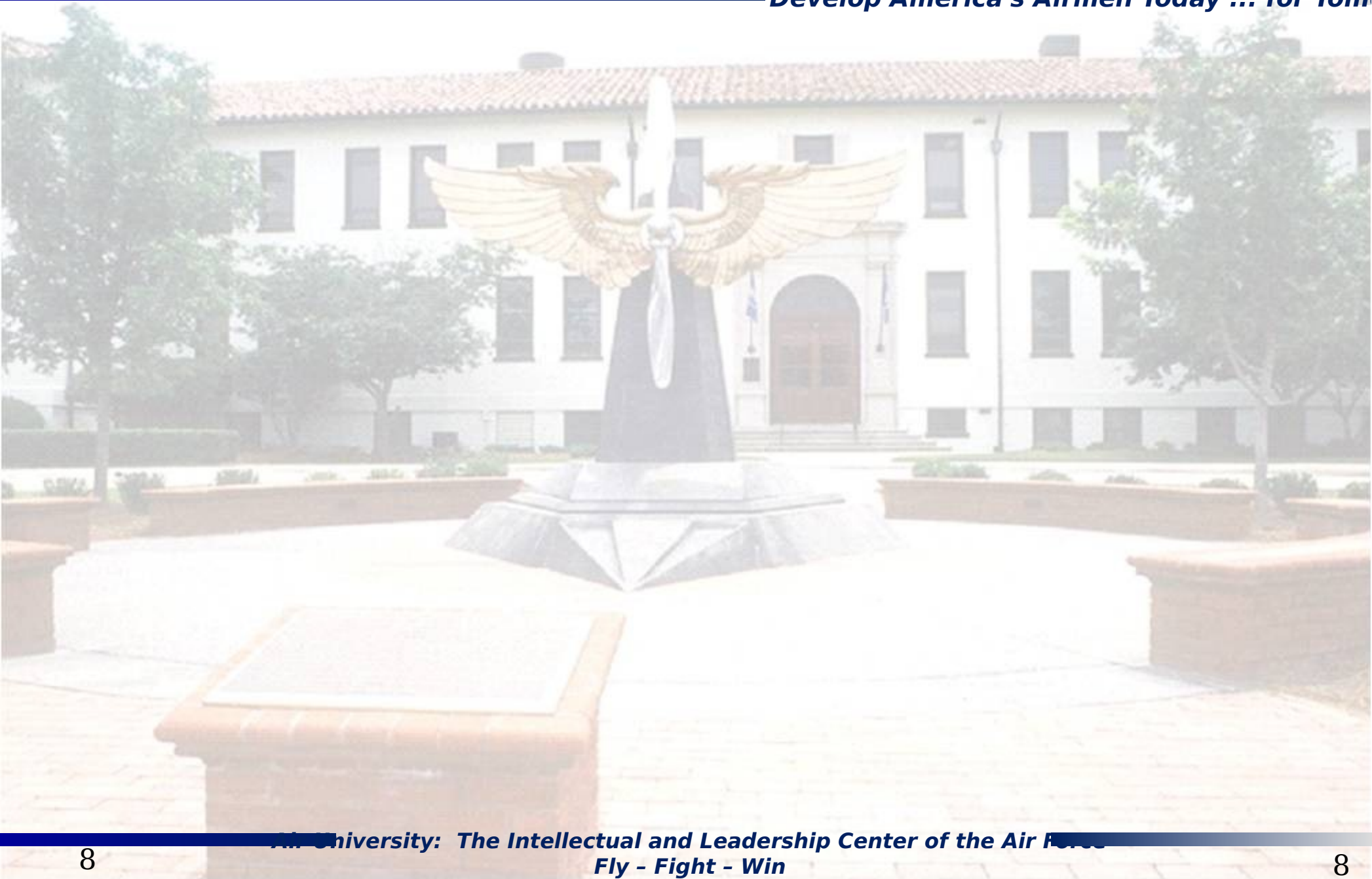
- IP#3 – Col (ret) Bob Hamm from HQ AETC/CCO speaking all 3 hours on Culture Change in The Military
- IP#5 and IP#7 – Illustrative Exercises
- IP#7 – Movie – The Goal
- IP#9 – Field Trip to GKN Aerospace
- TBD – Hyundai MMA Field Trip (may be optional)



Review of Clear Skies



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Air University: The Intellectual and Leadership Center of the Air Force
Fly - Fight - Win



Course Requirements



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These are basics...details are spelled out in the scope sheets:

- Class Contribution: 30%
 - GKN Aerospace Field Trip (24 Sep) participation is an essential part of this grade
 - Critical Book Analysis Presentations
 - In-class **value added** active participation – must do all the reading to contribute
- Case Study Analysis (2x Person Teams): 30%
 - Presentation and Written Analysis
- Written Critical Book Analysis: 40%



The Current USAF CPI Effort - AFSO21

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- **What is the main goal of AFSO21?**
- **Does AFSO21 have a vision?**
- **Where do you think we are along the timeline on page A-3 of the Playbook?**
- **What are the primary CPI tools the literature talks about using?**
 - **Which do you think have the best potential ROI if used properly?**
- **Is enough attention being paid to SA&D?**
- **...and THE BIG QUESTION-**
 - **What about Change Management?**



Let's Talk CPI History?



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- *What did you think of the Creech Book?*
- *Have the threats to US power he described in 1994 changed much?*
- *What are Creech's criteria for a viable change program?*
- *Are Creech's concept of decentralized teams any different from the CPI focus of 2010?*
- *Let's discuss consolidation vs. hierarchy*
- *What are Creech's two requirements for building a TQM-like system?*
- *What about "the decision that change is required" in an organization? Is USAf moving in the right direction?*



Linnean's Failure Points



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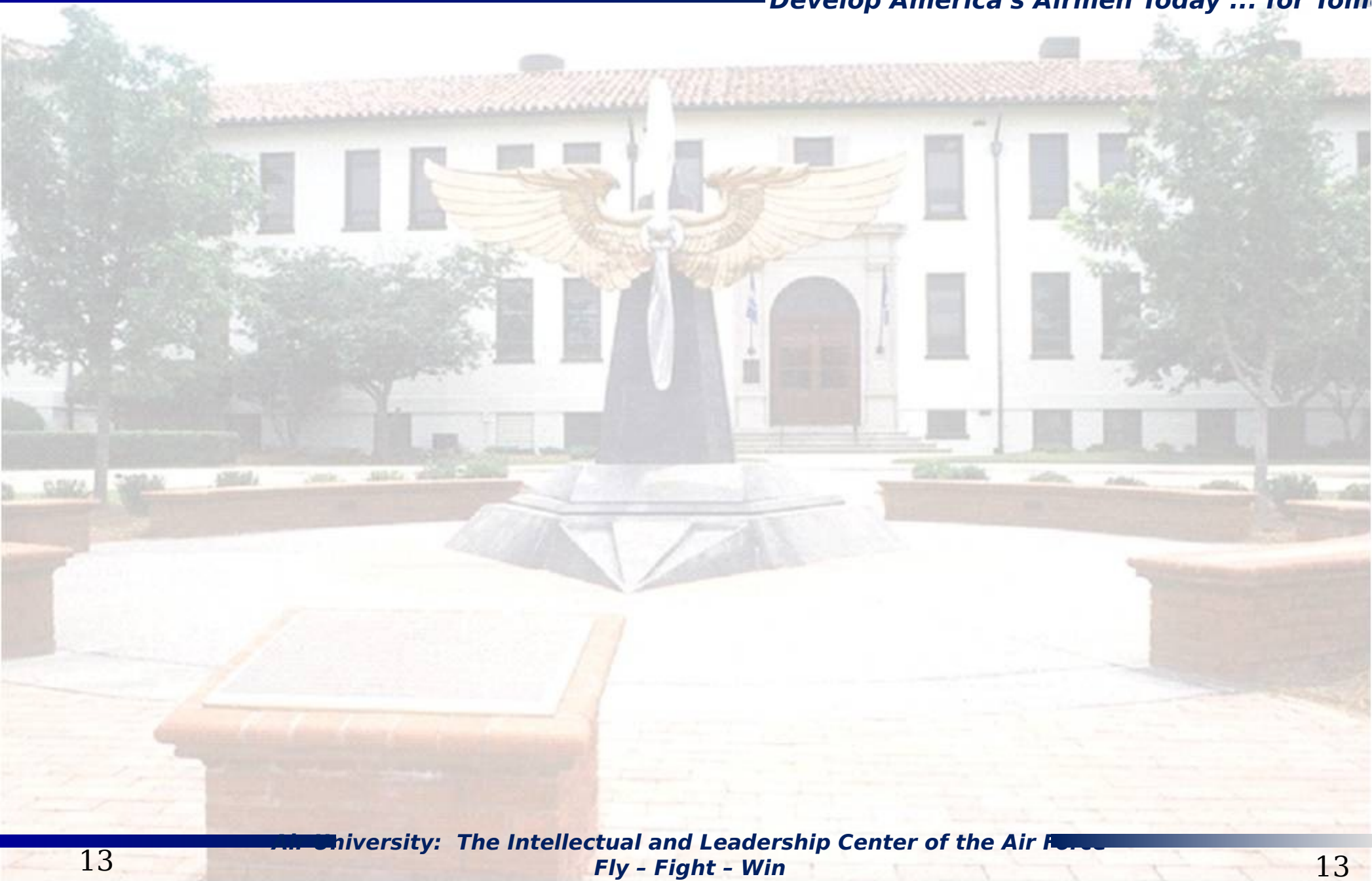
- Culture?
- Inflexible Structure
- HRM Systems
- Generation TQM
- Lack of Vision



Take Aways



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Air University: The Intellectual and Leadership Center of the Air Force
Fly - Fight - Win



NEXT



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IP#2

Transformational Culture Change and the Inherent Challenges of Large Military Organizations

The Intellectual and Leadership Center of the Air Force

We Produce the Future...

One Student at a Time

One Faculty Member at a Time

One Idea at a Time

